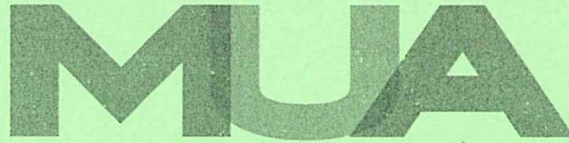


The
Management
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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF COMMERCE

HRM 311: HUMAN RESOURCES TRAINING AND DEVELOPMENT

DATE: 7TH DECEMBER 2016

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

Jim, 27, has recently been promoted to manager of sales personnel at a large car dealership.

Mary, a new salesperson (and the only female salesperson), comes to his office late one afternoon with a complaint about something she says really bothers her. Specifically, she says she has never seen Tom, one of the most experienced (and best) salespeople, at any of a series of off-site training seminars (at which attendance is supposedly required). These seminars are designed to help sales staff learn detailed technical information about the mechanical advantages of the cars they sell.

Jim's "grapevine" impression is that most salespeople think the training seminars are a joke, and rumor has it that a lot of salespeople regularly skip them (although many salespeople can be heard saying things like, "I'm out of here--I'm going to today's seminar at the Hyatt"). Jim's boss, however, regularly sends him memos that stress the importance of the training.

Upper management spends a lot of money on the training seminars, because they feel that such training will give the dealership a competitive edge.

Mary is so new that she does not yet have an established sales record. Also, Jim has heard through the grapevine that a lot of the salesmen are uncomfortable with Mary and wonder if a female can learn to sell cars. She seems eager, however, and obviously wants to follow the rules. She concludes by telling Jim that she'll check back with him tomorrow to see how he's handling the issue of the absent salesman.

Required:

a) How can Jim ensure that training is taken seriously? (4 Marks)

b) Describe the following job arrangements.

i. Job rotation (6 Marks)

ii. Job enrichment (6 Marks)

iii. Job Enlargement (3 Marks)

c) Giving examples from the case above what are the key elements of job design (6 Marks)

QUESTION TWO

- a) In what six (6) ways can a trainer establish good rapport with trainees? (6 Marks).
- b) Using examples, discuss the three Dimensions of HRD in an organization (9 marks)

QUESTION THREE

- a) What is coaching? (2 Marks)
- b) Training and development includes three main activities. Discuss. (3 Marks)
- c) Discuss four features of Human Resource Development (HRD). (8 marks)

QUESTION FOUR

- a) What is Career Development? (2 marks)
- a) Distinguish between the two distinct processes of career development. (5 Marks)
- b) Using appropriate examples discuss the significance of Career development. (8 Marks).

QUESTION FIVE

- a) What is Management development (2 marks)
- b) Explain five main purposes of training evaluation. (5 marks)
- c) Using examples describe at least four (4) goals of the HRD systems (8 marks)

QUESTION SIX

- a) Discuss at least three (3) objectives of management development (3 marks)
- b) Training can be of various types. Explain using relevant examples at least six (6) types. (12 marks)

